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COPY 1 OF 2 copies

CIA CAREER COUNCIL

1st Meeting

Monday, 2 August 1954

4:01 p.m.

DCI Conference Room

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for 1954*



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CIA CAREER COUNCIL

1st Meeting

Monday, 2 August 1954

4:01 p.m.

DCI Conference Room

Present

Harrison G. Reynolds
AD/P, Chairman

Matthew Baird
DTR, Member

[REDACTED]
COPS-DD/P
Alternate for DD/P, Member

25X1A9a

Lyman B. Kirkpatrick
IG, Member

[REDACTED]
AD/C, Member

25X1A9a

Lawrence K. White
DD/A, Member

[REDACTED]
SA/Admin
Alternate for DD/I, Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Reporter

25X1A9a

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X . . . The 1st Meeting of the CIA Career Council convened at 4:01 p.m., Monday, 2 August 1954, in the DCI Conference Room, with Mr. Harrison G. Reynolds, Assistant Director for Personnel, presiding . . .

MR. REYNOLDS: The meeting will come to order.

X 25X1A I have here proposed Agency [REDACTED] Subject: Announcement of Assignments to Key Positions - CIA Selection Board. I will read it so that you will all know who has been named by the various offices.

[Reading]

X 25X1A 1. In accordance with [REDACTED] Harrison G. Reynolds, Assistant Director for Personnel, is appointed permanent chairman and voting member of the CIA Selection Board.

X 2. The following persons are appointed as additional voting members of the CIA Selection Board for the period 1 July 1954 to 30 June 1955:

Matthew Baird, Director of Training
[REDACTED], Assistant Director for Communications
[REDACTED], FI Staff
[REDACTED], Acting Chief, PP Staff
George G. Carey, Assistant Director for Operations
Otto E. Guthe, Assistant Director for Research and Reports
Edward R. Saunders, Comptroller
John R. Tietjen, Chief, Medical Staff

X 3. The following persons are appointed as alternate members of the CIA Selection Board for the period 1 July 1954 to 30 June 1955:

George E. Meloon, Deputy Assistant Director for Personnel;
alternate for Office of Personnel

[REDACTED]

X 25X1A 4. [REDACTED] is announced as Executive Director of the CIA Selection Board Secretariat.

/s/ Allen W. Dulles
Director

MR. REYNOLDS (Continuing): If there are no objections this will be handed to the Director for his signature, and will be issued as a Notice. Do I hear any objections? [No response.] It is so ordered.

X I think the best thing to do with these questions is to first take the headings and then, as we go through them, anyone who feels that he is competent to take a certain

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section can take that section. Now, for example, the legal aspects of the Career Staff. It would appear to me that I could answer - with what I have to talk about - that question 1-1 by saying that there is no legal basis but the purpose is to provide a sound personnel management for those who serve in the Agency on a career basis.

MR. KIRKPATRICK: I would phrase it a little differently. When you say there is no legal basis it would sound like it was not legal. The legal basis is the Act giving the Director the authority to do this on his own administrative right. There is no legislative basis for Career Service, but it is based upon the Director's inalienable right.

25X1A9a MR. [REDACTED] Is that proposed answer to questions 1-1 and 1-2 - at the top of the page here - adequate?

25X1A9a MR. [REDACTED] I beg your pardon - what is the series of questions we just had issued here?

MR. REYNOLDS: The first one concerns the legal aspects of the Career Staff, and these are the answers that we have had prepared by Rud and a Committee in the Office of Personnel to answer some of the basic questions which we felt were the most important ones.

25X1A9a MR. [REDACTED] If we could at the same time decide who will answer these questions then that person can phrase the answer as he likes, and I will know who to give the question to. So I suggest that we perhaps go through and decide who will answer these questions.

MR. REYNOLDS: That is a better way, Rud.

MR. WHITE: We should answer any questions that we can in the presentations that Kirk and Harry are going to make.

25X1A9a MR. [REDACTED] The more that could be answered that way, the better.

MR. REYNOLDS: Well, let's take the answers to the questions, then. Is it better for you or for me, Kirk, to answer that legal one?

MR. KIRKPATRICK: Well, I don't answer it directly in my talk, but if General Cabell uses the notes that I prepared for him he will indirectly answer that question by saying that we examined the question of a commissioned service and discarded it on the basis of the present system whereby the Director appoints people. I think that covers it without directly answering what the legislative and legal basis is.

MR. REYNOLDS: My only reason for wanting to answer it directly is because I think it is a thoughtful question instead of a guardhouse question. I think I better answer that. So I'll mark that one "HGR".

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X Now, on the answer on this period of three years' service here--

MR. KIRKPATRICK: Why don't you take a shot at that, Dick, because it's basic to your service - that three years.

25X1A9a

X MR. [REDACTED] The overseas tour of duty was the reason for making it three years.

MR. [REDACTED] I'll be glad to take it.

25X1A9a

MR. REYNOLDS: All right, that's for [REDACTED]

[REDACTED] Do we concern ourselves only with this paper?

25X1A9a

[REDACTED] the time being, only with the shorter paper.

MR. REYNOLDS: Now, on this next one I have a comment to make - after you have all read this one. This comment applies to a number of these questions as you go on through the answers to them. Meloon, with his technical knowledge of the Civil Service laws and regulations, tells me that the competitive level is the basis upon which we can give rights to Career Service employees, and if we stamped a job description, "for Career Service" - meaning that the man has signed the so-called "jurat", then he is not on a competitive level with a person who has not signed, he's on a different competitive level.

MR. KIRKPATRICK: In other words, he has raised his competitive level.

25X1A9a

X MR. [REDACTED] This has to do with reduction-in-force.

X MR. REYNOLDS: For example, you get down here into veterans' benefits - if a veteran, non-Career Service, is a GS-9, and a Career Service non-veteran is a GS-9, in the job description it can be so stated that they are not on the same competitive level. I think that may be a highly valuable and important thing.

25X1A9a

MR. [REDACTED] It's the most important thing we have had yet.

MR. BAIRD: And Houston agrees with Meloon?

MR. REYNOLDS: Meloon is calling the Civil Service, but he's almost 99% sure. In other words, one man is mobile because he has agreed to go anywhere the Agency has asked him to go; and the other man who has not agreed is not mobile, and is therefore not qualified to fill a specific job.

25X1A

X MR. [REDACTED] In other words, one of the factors in the job description is membership in the Career Service - which demonstrates mobility.

25X1A

MR. WHITE: I think unless you have a practical case you are on pretty thin ice. Let's take a simple example of a GS-9 editor [REDACTED] for instance. You could say that in his case because anybody has to have flexibility to do a GS-9 job here in Washington or overseas. But you can't say that same thing for a telephone operator and

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a lot of intelligence officers in DD/I. You would have a heck of a time.

MR. REYNOLDS: I am going on what George has said, because he has been in this thing for an awfully long time, and he states that, specifically, all appointments in CIA are "excepted" appointments, and therefore, whether you have permanent Civil Service status does not have a bearing on it if you are working for CIA - it is an "excepted appointment". They are all competing with one another whether they have Civil Service status or not. For example, here's a question: In the case of future reductions-in-force would all Career Staff employees be in a preferred category? How about a non-veteran female employee with Career Staff status versus a male veteran who does not have career status? The female is mobile. We can send her anywhere we want to, and she has agreed to go. The other one is not mobile. They might not be qualified for the job if they declare that they will NOT go "anywhere".

MR. BAIRD: Could you be so blunt as to say in the job description that membership in the Career Staff is preferable?

MR. REYNOLDS: Meloon feels sure that in case of a reduction-in-force if the job description is stamped "for Career Service" -

MR. KIRKPATRICK: It would negate the whole value of the Career Staff if this were not true.

MR. BAIRD: I was obviously disturbed by these questions. I just hope we are not going to compromise -

MR. KIRKPATRICK: Not a bit. If you are Career Staff you get preference right down the line, period.

25X1A9a

MR. REYNOLDS: For example, someone in [REDACTED] DD/P is not interchangeable with a person in DD/I who said they will not go overseas - for that very definite reason. The one who signs, therefore, is unrestricted in his movements, and the other has restricted his movements on his own initiative.

MR. [REDACTED] They become "limited service".

25X1A9a

MR. REYNOLDS: And they are, therefore, not in competition with each other. What I think is very important, whenever we write a job description, or rewrite a job description, we will write into it that the incumbent must be a member of the Career Staff.

25X1A9a MR. [REDACTED] I know Bob was strongly for this principle when we discussed it, but at that time I hadn't heard your legal explanation.

25X1A9a MR. [REDACTED] We have to phase into it, otherwise we will have a mild explosion.

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25X1A9a ✓ MR. REYNOLDS: Therefore, on this question here, that is involved in it.

X MR. [REDACTED] That is 2-1, at the top of the page.

MR. KIRKPATRICK: I would suggest that either Red or Bob Amory take that. We should spread these around. And Harry, I think that you and I in doing the talking - the fewer of these we have, the better.

25X1A9a MR. WHITE: I would like to pass to Bob on that one.

MR. [REDACTED] The only thing - this is a tricky question.

25X1A9a MR. KIRKPATRICK: Well, you have a Harvard lawyer.

MR. [REDACTED]: But Bob is not fully briefed on the technicalities of veterans preference. I had a couple of suggestions for him on personal considerations for X X assignment and reassignment.

MR. BAIRD: This veterans preference comes up so often that shouldn't someone mention it in the body of their discussion?

MR. REYNOLDS: I was figuring on doing that.

MR. KIRKPATRICK: I think the questions serve to underline and focus attention, though, even if they're answered in the body of the discussion. Who is going to be brave and speak up on veterans preference?

✓ MR. REYNOLDS: I'll take up veterans preference as part of my talk.

25X1A9a X MR. [REDACTED] 3-6?

MR. KIRKPATRICK: I think 3-6 is so direct that it should be answered as a question.

X MR. REYNOLDS: All right, I'll take that as a question. Can Bob take this 2-11, Gene? 25X1A9a

MR. [REDACTED] All right, unless we end up with too many questions that are good ones. There are a couple of good ones down the line that I think are appropriate for Bob.

X ✓ MR. KIRKPATRICK: What about the effective date one?

MR. WHITE: Can't you cover that in your presentation?

25X1A9a MR. REYNOLDS: 2-14? I can cover that.

MR. [REDACTED] I suggest you cover that when you are talking about membership in the Career Staff.

25X1A9a MR. [REDACTED] Harry, I beg your pardon, but there is some confusion in my mind. What is the final date, now, for applications to be received for people to get into the Career Staff? It was put back to Labor Day, wasn't it?

X 25X1A9a MR. [REDACTED] The notifications will go out around the 1st of September. Then X they have 90 days to respond.

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25X1A9a MR. [REDACTED] What is the notification?

MR. [REDACTED]: That the individual is eligible to apply. There is a notification addressed to the individual by Mr. Reynolds. Attached to that is an application. The notification says: "Please sign the application and return within 90 days or send a memorandum saying why you are not going to sign." Now those notifications will go out about September 1.

25X1A9a MR. [REDACTED] In other words, the initiative to sign that form comes from Mr. Reynolds?

MR. [REDACTED]: Yes.

MR. [REDACTED] I didn't understand that.

25X1A9a

MR. [REDACTED] The person who asked this question apparently was worried about seniority. 25X1A9a

MR. [REDACTED] It is initiated here, and here's the flow of it. [Indicating on Flow Chart.] 25X1A9a

MR. [REDACTED]: Thank you, very much. 25X1A9a

25X9A2

MR. WHITE: I think [REDACTED] is right about what that seniority was there. Say you have [REDACTED] employees eligible, are they all going to be effective on the same date or as you process them?

25X1A9a

MR. [REDACTED] They have to be back-dated to the time they were processed. That would be the only fair way.

25X1A9a MR. KIRKPATRICK: Actually, I think we went into that when we discussed it.

MR. [REDACTED] I think the answer here covers that. It will be effective 1 July, subject to the final decision of the Selection Board.

MR. REYNOLDS: 4-4, on page 3. That is a very brief answer that could be given by practically anyone.

MR. WHITE: Couldn't you cover that, too, in your talk?

MR. REYNOLDS: Yes, I think I'll cover that.

25X1A9a MR. [REDACTED] That will be in your presentation?

MR. REYNOLDS: Yes.

xx This next one - 4-13 and 4-5 - I think that's one for Dick, if he will do it.

25X1A9a MR. [REDACTED] All right, I'll take that.

25X1A9a MR. [REDACTED] That should read "text" and not "test" - "in the text of the application."

25X1A9a MR. REYNOLDS: I had an hour with [REDACTED] today on the Fitness Report part of this program. I feel that is so important that I thought in my talk I'd make that

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and the veterans thing the bulk of it, with the charts, and let everybody else take the
25X1A9a other questions, because [REDACTED] ideas on it are very, very good, and we are in
complete accord on the way it should be presented. So I thought I'd wrap that up, if
that is all right with you.

25X1A9a MR. [REDACTED] Not have any questions on it, you mean?

MR. REYNOLDS: Well, I answer the questions in here.

25X1A9a

MR. [REDACTED]: There are really more than we have time to handle.

MR. REYNOLDS: Then why don't you and I pick them out tomorrow? I'll take
the group 5 here. There's an awful lot here.

25X1A9a

MR. [REDACTED] There are pages of them.

x x MR. REYNOLDS: Matt, I think that maybe some of these questions - I think 5-9
and 5-10 you ought to answer.

25X1A9a

MR. BAIRD: All right.

MR. [REDACTED]: You cover a lot of questions here.

MR. REYNOLDS: Some of these fit in with my talk - when I will answer them -
and the others can be answered directly.

25X1A9a

MR. [REDACTED] I must admit I have not been able yet to boil down these
questions to about 20 of them. I still have too many questions. We are still grinding
them out.

25X1A9a

MR. [REDACTED] The big problem we've got is to see to it that we don't get over-
loaded with questions to the point where it becomes so discursive that we never get to
the meat of it.

25X1A9a

MR. [REDACTED] In our time schedule there is allotted about 15 minutes for
questions. And it seems to me, Kirk, there is time between 4:07 and 4:10, and at the
beginning there, while questions are being collected, there is time to ask you about
two questions, before Mr. Reynolds comes on. There is only 15 minutes for questions in
our time schedule, and that means we really should boil it down to about 10 hard-hitting
questions that can be answered pretty specifically and quickly. But I haven't been able
to find which 10 they are yet.

MR. KIRKPATRICK: I think the point is to make sure each member of the Board
gets a couple to answer.

x MR. REYNOLDS: Kirk, why don't you take 5-8 on page 4? That concerns appeal
mechanisms, etc. The second one down.

MR. KIRKPATRICK: I'll cover that pretty thoroughly in my talk.

25X1A9a

MR. [REDACTED] Then why not consider that covered by your talk and not ask
that question?

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MR. REYNOLDS: Then I'll mark that "Kirk's talk".

25X1A9a X Now, [REDACTED] and I talked about this showing it to the supervisor or not showing it to the supervisor, and, in brief, we agreed that it would be answered by saying that this Fitness Report was designed NOT to be shown to the employee, primarily, but in certain cases the supervisor might consider that it should be shown.

25X1A9a MR. [REDACTED] Harry, do we have to use that question? Because at every meeting of the CIA Career Service Board when we discussed that question, there was a frolic in here that went on for hours, and I have an idea that voices will pipe up from all over the audience.

MR. KIRKPATRICK: Why don't we duck that one on the simple grounds that we haven't really decided among ourselves yet, and maybe when we get a Fitness Report that everybody is agreed on, we can come to a conclusion. I agree with the question in here that somebody asked: If some supervisors show them and others don't show them, do you have a standard system across the Agency? The answer is that you don't.

MR. REYNOLDS: Why can't I cover it by saying that the Fitness Report is an experiment. We are going to run it with one group in DD/P and one group in DD/I for six months and see how it goes, but we may have to make some changes, and that the rules as stated are highly fluid, but that we intend to represent the employees of this Agency to the best of our ability.

25X1A9a MR. WHITE: We are going to use it all over, aren't we?

MR. [REDACTED]: The results of the first [REDACTED] will be used as the guinea pig for determining some of these ground rules.

25X9A2

25X1A9a X X MR. REYNOLDS: And 5-13 and 5-14 and 5-15 apply, too.

25X1A9a MR. [REDACTED] That makes room for three more.

MR. [REDACTED] I hope so.

25X1A9a X MR. REYNOLDS: Now 5-16.

X MR. [REDACTED] Well, it seems to me that 16 and 17, Harry, you could answer in your presentation.

25X1A9a MR. REYNOLDS: Except that I think 5-17 is Dick's.

X MR. [REDACTED] I was thinking if you could handle it we would just not have any questions at all on the Fitness Report.

MR. REYNOLDS: All right. Okay. That suits me.

25X1A9a MR. WHITE: What are we doing, now?

MR. [REDACTED]: There won't be any questions on the Fitness Report. I'll see that none are asked. And Harry will cover the Fitness Report in his presentation.

25X1A9a MR. [REDACTED] I may farm a couple of these out to Wisner. I don't know. We

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will see.

MR. REYNOLDS: All right.

MR. KIRKPATRICK: How about 5-17?

x x x MR. REYNOLDS: We start now with 6-2, 3 and 4.

25X1A9a

MR. [REDACTED] In going through these things today, the group that went through them with me recommended, Kirk, that we bring this together as a brochure on "What The CIA Career Service Means To You", or whatever you're going to call it, and bring this out immediately - with questions and answers - and do it before 1 September so that everybody will have it before they are involved in making their decision on the application.

MR. BAIRD: If you say you will answer "every" question - then that will take care of that.

25X1A9a

MR. [REDACTED] The reason I bring that up, Matt, is if you say "every" question will be answered, then we will have that medium to answer the questions. Does that make sense?

MR. REYNOLDS: I think that makes sense. Anybody else have any comment on it?

25X1A9a

MR. [REDACTED] You may want to cull out some of the questions.

MR. KIRKPATRICK: I think that would be an excellent way to get it all down in writing so that we know what the policy is.

25X1A9a

MR. [REDACTED] That is something that can be announced, then, at the meeting tomorrow, that that is going to be done as a result of this exercise.

x Question 7-11, at the top of the page, is very important.

MR. REYNOLDS: What is this at the bottom of 6-2 and 3? There isn't any answer to those questions.

25X1A9a

MR. [REDACTED]: I just passed those out. They missed those pages when they assembled these pages.

MR. REYNOLDS: Should I answer that 6-2 and 6-3?

25X1A9a

MR. [REDACTED] I would think so.

MR. REYNOLDS: All right, I'll take that one.

x x x x x x x

Now, on 7-1, 2, 3, 4, 5, 10 and 14 -

25X1A9a

MR. [REDACTED] This is an extremely important one, in my opinion, the consequences of failure to apply for membership. That is 6b.

MR. KIRKPATRICK: When is White going to answer a question? It's time to go up to the front, old boy. (Laughter)

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MR. REYNOLDS: This is a wonderful one for you, Red.

25X1A9a MR. [REDACTED] I think he's the man for that.

MR. WHITE: All right. That's all I will have time for. (Laughter)

MR. REYNOLDS: Now, to come back again to 7-11.

MR. KIRKPATRICK: I'll take it.

MR. REYNOLDS: All right, Kirk.

25X1A9a MR. [REDACTED] By the way, there will be no questions directed to General Cabell and Mr. Dulles?

MR. KIRKPATRICK: No. They may want to answer one or add on to what somebody else says.

25X1A9a MR. [REDACTED] Why isn't this next one good for [REDACTED] 25X1A9a

25X1A9a MR. REYNOLDS: How about you? [REDACTED] Indicating [REDACTED] 25X1A9a

25X1A9a x [REDACTED] 7-13?

25X1A9a MR. REYNOLDS: Yes.

[REDACTED] I probably could dig up some good examples--

25X1A9a MR. KIRKPATRICK: I think so.

[REDACTED] (Continuing): --where we had fine recommendations on a man, I approved his promotion, and he was thrown in the jug on [REDACTED] I had to go and pull the promotion back again. I expect I could dig up a few examples. 25X1A6a

MR. REYNOLDS: All right.

x MR. KIRKPATRICK: I don't get 7-16.

25X1A9a MR. REYNOLDS: Neither do I.

MR. [REDACTED] That is a knit-picking, loaded question. I say let's scratch it.

MR. REYNOLDS: It's out.

MR. KIRKPATRICK: That's somebody who is already admitting he is not Career Staff caliber, to my mind, there.

25X1A9a x MR. [REDACTED] Shall I try to talk Wisner into taking 8-4?

25X1A9a MR. REYNOLDS: I should think he ought to take it.

MR. [REDACTED] If he doesn't, I'll take it.

25X1A9a MR. REYNOLDS: He has to take one of them.

x MR. [REDACTED] I'd suggest we scratch 9-1. That is another loaded question. That is not of sufficiently general interest to prove anything. Also, this announcement about the appointment of the Selection Board will take care of that.

25X1A9a MR. [REDACTED] I think the next one gets into a field we don't need to get into at this meeting.

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25X1A9a

X MR. [REDACTED] Scratch 9-1 and 9-2.

MR. KIRKPATRICK: The IG has a built-in psychologist.

25X1A9a

X MR. [REDACTED] 10 is an important one. It's best for you, Red, I think. Anytime we get into masses of people--

MR. WHITE: Okay, but let me get some guidance on this. As I understand it, what we want to do is to emphasize that we want EVERYBODY in the Career Staff, and if somebody asks the question: "Well, I'm a telephone operator over here - what business have I got in the career service?" Or, "I'm a warehouseman, a chauffeur or a machine operator - what business have I got in the career service?" And our answer to that is that we want EVERYBODY in the career service, and regardless of what he is today, if he has the potential we hope to make opportunities available to him. Is that the song we want to sing?

25X1A9a [REDACTED] It seems to me, somewhere in here we have to emphasize we are not going to be ruthless about ordering people to assignments which they couldn't accept.

MR. KIRKPATRICK: I might read the notes I prepared for the DCI and the DDCI.

25X1A9a

MR. [REDACTED] I think you should answer some of that too, Dick.

MR. KIRKPATRICK: I think everybody should touch on it a little to hammer it home, because that has been the greatest ghost in the closet - people worrying: "Gosh, as soon as I sign this application Mr. Reynolds is going to send me down to [REDACTED]" 25X1A6a

25X1A9a [REDACTED] Most everyone will say: "Yes, I want to go overseas, but right now I have two kids in school." Our Career Service Board spends a lot of time on that.

X MR. KIRKPATRICK: 11-10 on page 9, which is the last page that Mr. [REDACTED] gave out extra - I think that's something--

MR. REYNOLDS: That comes into something I am going to say, so I guess I better take that.

25X1A9a MR. [REDACTED] On page 9?

25X1A9a MR. REYNOLDS: The last one.

MR. [REDACTED] That is a great plenty, I would say.

MR. [REDACTED] This is only about a third.

MR. KIRKPATRICK: What is Mr. Amory planning to say?

25X1A9a MR. [REDACTED] I would suggest, in the 13 category, the question of what is entailed in personal considerations and interests.

MR. KIRKPATRICK: There, again, we are heading into what we were talking about a second ago.

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25X1A9a * MR. [REDACTED] 13-3.

MR. KIRKPATRICK: That is one of the big questions in the DD/I complex, and

* I think Amory should speak to it - 13-3 and 13-5.

25X1A9a MR. [REDACTED]: Yes, he will cover that.

* MR. REYNOLDS: How about this 12 series on criteria? Do we want to go into that?

25X1A9a MR. [REDACTED]: I finished that but I didn't have time to get it dittoed. If anybody wants to talk about criteria, we have some good questions and good, sound answers on that one.

25X1A9a MR. [REDACTED]: I think you have a basketload of questions already.

* MR. KIRKPATRICK: But Amory hasn't any yet. Oh, now he has 13-3.

25X1A9a * MR. [REDACTED]: Bob would be agreeable to taking 15-6, which raises the possibility of assignment among the components of DD/I.

25X1A9a MR. [REDACTED]: Then Bob and Dick could perhaps discuss it.

25X1A9a MR. [REDACTED]: Let's not get a debate started. (Laughter)

* MR. [REDACTED] (Continuing): --there, as well as within the DD/I, through the new Intelligence Career Service Board.

MR. REYNOLDS: Let him take 15-6. 13-3 and 15-6.

25X1A9a MR. [REDACTED]: Then I would like to suggest throwing out this earlier one about the carry-over to other agencies.

25X1A

* MR. REYNOLDS: Yes, I think so. Take that out. [REDACTED]

MR. BAIRD: I suggest you have no questions on training. The one you have given to me to answer is a footling one.

MR. REYNOLDS: How about your taking some of the criteria ones, Matt?

25X1A MR. BAIRD: There is a specific one on training everybody is asking, and that

[REDACTED] Is it contemplated that Career Staff membership will be a prerequisite for certain Agency-sponsored training courses? A lot of people want to know about that.

MR. REYNOLDS: I wish you would take that.

25X1A9a MR. BAIRD: That's [REDACTED]

25X1A MR. [REDACTED]: Maybe you could combine that with another one.

25X1A

25X1A9a * MR. BAIRD: [REDACTED] is the answer.

MR. [REDACTED]: I don't think it's necessary to ask this question.

MR. BAIRD: That is on page 4 of the briefing.

* MR. REYNOLDS: Why don't you take those 20 series, then, Matt?

MR. BAIRD: I'll take any one of the 20 series but I don't think we need all

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X of them. And then perhaps another thing you have left out is the Career Development of Junior Personnel.

MR. REYNOLDS: Do you want to scratch the one you took before?

25X1A9a

MR. [REDACTED] I don't think it's important. Let's scratch it.

MR. [REDACTED] I gather this whole field of benefits is covered in the introductory remarks?

25X1A9a

X MR. [REDACTED] I think we ought to look at category 17, starting on page 22, and pick out a couple of on-target questions on the subject of benefits.

25X1A9a

MR. [REDACTED] How are these questions going to be handled?

MR. [REDACTED] I'm supposed to be down below the stage when the question period comes, and I'll read the questions off to you. I'm going to use these unless I get one that I know--

MR. KIRKPATRICK: But let's have flexibility in those. In case they are covered by someone else then withdraw the question.

25X1A9a

MR. [REDACTED] I will have these on cards and then will have those that come up from the audience. But I will have to be fast on my feet and jump in the right direction.

MR. REYNOLDS: Then the 23 series. Why don't you do this, Matt, why don't you pick out, in the 20 and 23 series, the ones you think are most important which concern training and JOT, and answer them?

MR. BAIRD: Couple of them.

MR. REYNOLDS: The ones you think show thought behind them and can be answered succinctly and clearly.

25X1A9a

MR. [REDACTED] There are a lot of loaded questions that I don't think we should spend any time on here.

Could we look at the benefits category starting on 22? That is the thing in which there is the greatest interest, because there are more questions on benefits than anything else. Page 22.

MR. BAIRD: Surely someone is going to cover the benefits. Harry, aren't you going to cover them?

MR. REYNOLDS: That is what I will have to do, I think. That is my job - the business of veterans benefits and the Fitness Report - I'm going to put that into what I have to say, and show the charts. I'll just have to work it up that way.

MR. KIRKPATRICK: The benefits will be touched on generally by my explaining what has been done in the past. In other words, I'm going to explain the different task forces we have had working. I don't think you're going to have to do too much explaining on that.

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MR. REYNOLDS: Well, I will work out, tomorrow morning, this 17 series and get some good questions and answers out of it.

X X MR. BAIRD: External training at the National War College is a benefit.

25X1A9a

X X [REDACTED] This hinges around limited service. A limited service man can't have this external training because of his lack of mobility. If he is limited service he shouldn't be given any training course that would be used overseas.

X MR. BAIRD: The one big benefit, which is insurance, is open to everybody in the Agency, so that doesn't enter into this.

MR. REYNOLDS: I think we ought to play that down and not talk too much about it, because they're going to be given that in the brochure part of it.

MR. KIRKPATRICK: The fact that CIA has it, is going to attract them here. But the guy that wants to take all of the apples off the tree and not cultivate the tree, is not the guy we want, and they are the guys who are going to raise the questions and be dubious about this. To my mind, the attitude that people take about this, will indicate what they are. I have very little time for the guy who knitspicks.

MR. BAIRD: Sacrilegious as it may be, I almost wish that this insurance was open to career, and that the insurance we presently have would be for the other. But that is a position we can't take.

25X1A9a

MR. [REDACTED] There is a question in here - I don't know the page off-hand - on the creation of the Career Staff: Is this being done in order to provide justification for asking Congress for additional benefits? Now that is a very thoughtful question, and in my opinion there is, in actual fact, some justification--

MR. KIRKPATRICK: The answer is half "yes".

25X1A9a

MR. [REDACTED] In other words, you can go to Congress and say, "Yes, we have a Career Staff. We have done this much ourselves." Without having done this we might have more difficulty in selling the Congress on some of the benefits we want.

X That reminds me, what about the legislative program?

MR. KIRKPATRICK: I will cover that. I trust you will have all my props there so that I can say, "Here is the legislative program"?

25X1A9a

MR. [REDACTED] I assure you it is under proper security control - the question of moving our classified files down there.

MR. REYNOLDS: Kirk, before you read General Cabell's notes, I'd like to have the approval of this Board on the preliminaries. I figured that I would call the meeting to order and simply state this was a meeting to institute the career service system in CIA. Then I would introduce the people on the platform. Some of the guests won't have any idea of who is sitting there, I'm sure. Then I would call on General

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Cabell, with no encomiums, and then go ahead. If anyone has any suggestions for improving that, I wish they would give them to me.

MR. KIRKPATRICK: I think that is the way to do it.

25X1A9a MR. BAIRD: A small item - how do we get on the stage?

MR. [REDACTED] I suggest that the ten principals gather in the front seats, which will be reserved for you, and at the proper moment proceed up on the stage.

MR. BAIRD: And pull the curtain back.

25X1A9a MR. [REDACTED] Do you want to have the curtain pulled with everybody sitting there?

MR. KIRKPATRICK: No. After the curtain is opened have the members come in very naturally and sit at the table.

25X1A9a MR. [REDACTED] In other words, a group of three or four at a time could go up there and sit at the table? I'll keep seats in the front of the auditorium so in case somebody gets there first there will be a place to sit down at the front of the auditorium.

✓
+ MR. KIRKPATRICK: This is a meeting of the senior supervisors with the CIA Career Council. The only reason they are not here in this room is because this room is too small.

25X1A9a [REDACTED] What about transportation? If each one of us asks for a car separately, there won't be enough to handle it. Shouldn't we make up a pool?

25X1A9a MR. [REDACTED] We haven't had much luck with that - to hold down the number of staff cars. We haven't been able to work it out.

25X1A9a [REDACTED] I'm in I Building and so when I come up to the Director's meetings in the morning I call the dispatcher and say I can pick up three people. I
25X1A9a picked up [REDACTED] this morning.

MR. REYNOLDS: I can walk across the little park and be picked up by you.

MR. BAIRD: As a matter of fact, it's a very pleasant 4½ minute walk to Agriculture. I'm going to walk to the Agriculture Building.

25X1A9a MR. [REDACTED] To prevent a lot of people calling for cars I thought I would tell the motor dispatcher not to dispatch more than 10 cars.

25X1A9a MR. [REDACTED] What entrance?

MR. [REDACTED]: It's the second entrance from 14th street - south of 14th street.

25X1A9a MR. [REDACTED] I went in the wrong entrance the last time.

MR. [REDACTED]: Well, it's the other one, then.

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MR. KIRKPATRICK: Could I read this? I don't know whether General Cabell will use this, but he asked that it be written out.

* . . . Mr. Kirkpatrick then read notes he had prepared for General Cabell's presentation to the CIA Career Conference . . .

MR. REYNOLDS: The only thing General Cabell has ever said to me, which I thought might be quite pungent in his remarks - and he used these very words - that you wore career service, probably, as you did a uniform--

25X1A9a

MR. [REDACTED]: With pride.

MR. REYNOLDS: You wear it with pride.

MR. KIRKPATRICK: For General Cabell's remarks.

MR. REYNOLDS: He may "Cabelllese" it himself.

MR. KIRKPATRICK: Then as far as the Director was concerned, he asked if I would give him some notes. I thought by the time the Director came up to speak they would have had enough explanations, so these notes are couched in the form of direct orders, so to speak. This isn't written in the form of a speech, because the Boss will probably not use any notes, he will use his own language.

* . . . Mr. Kirkpatrick then read notes he had prepared for Mr. Dulles' presentation to the CIA Career Service Conference . . .

MR. BAIRD: May I make one suggestion? I would think the Director would want to say to this group at the top level: "And I have enough confidence in this program myself, and hope you, in turn, will have the same confidence when you explain this to the people you supervise."

25X1A9a

MR. [REDACTED] Could the Director also say, "Now is the time to DO instead of TALK"? Get that idea across? "Let's everybody get to work and make this thing work." It's only the supervisors who can do that.

MR. REYNOLDS: It's a trial and error thing. It's new. We have a lot of things we have to try out.

MR. BAIRD: Boldly speaking, the Director has to say: "I hope you are going to sign up."

25X1A9a

MR. [REDACTED] I felt as you read, Kirk, that all these things were necessary but in the aggregate they were pretty negative or destructive things. Can he end on a positive note, somehow?

MR. KIRKPATRICK: I don't expect the Director to use my language, and he has a very fine sense of audience reaction, too.

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25X1A9a MR. [REDACTED] By the time he comes up we will either have a shambles or a well-organized meeting.

MR. WHITE: I hope he gets there for the whole meeting.

MR. KIRKPATRICK: That is being worked on.

25X1A9a^x MR. [REDACTED] There's one question here. The DD/P has its clerical service whereas we don't in the DD/A and DD/I. We are giving lots of thought to that, though.

25X1A9a MR. [REDACTED] Could we look at the time schedule and see the plan? Would it be helpful to look at the time schedule of the conference?

MR. KIRKPATRICK: I think Harry should keep it right on schedule.

MR. REYNOLDS: We are going to state we are on a very tight schedule and that questions must be stopped at the deadline.

^x MR. WHITE: Are you going to say something, Harry, about those questions not answered at that meeting?

MR. REYNOLDS: Yes, that they will be answered by letter.

25X1A9a MR. [REDACTED] There is a telephone back stage, in event of emergency. I'm giving Alice that telephone number. I believe we're going to have a jam there. They keep asking for more seats. They're meeting the quotas.

25X1A9a [REDACTED] They're ordered to go. Sickness or illness is the only thing that excuses them.

MR. KIRKPATRICK: What are your fire regulations in the auditorium?

MR. BAIRD: We never had any difficulty and we put folding seats in there - over and above the fixed seats.

25X1A9a MR. [REDACTED] I will have the folding seats there, but according to the plan they're not supposed to be used.

This is very important: I have to know who the guests are going to be, otherwise the security guards won't let them in.

. . . Off the record . . .

MR. REYNOLDS: Well, gentlemen, if there is no further business we can call this meeting adjourned.

. . . The Meeting adjourned at 5:01 p.m. . . .

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